

Walgreens ANNUAL REPORT 1969 Charles R. Walgreen III, our new President and Chief Administrative officer, brings a broad background of experience to his post. Graduate of the University of Michigan and a Registered Pharmacist, his company performance since 1952 has been wideranging. From extensive Walgreen Drug Store assignments he moved to Globe-Walgreen liaison work; from district and regional management to Director and Vice President.

His most recent responsibility was Assistant to the President.



A. A. Borg climaxes his 41-year Walgreen career with a six-year tenure as President. Vigorous leadership has been a hallmark of his administration. His contributions are evident not only in our company's strong growth in number and size of stores, but also in his guiding development of a strong, well-integrated management structure within our organization.

Our company will have the benefit of Mr. Borg's continued counsel as he remains a member of our Board of Directors.

Introducing Our
New President,
C. R. WALGREEN III
and
Honoring Our
Retiring President,
A. A. BORG

DIRECTORS

A. A. BORG

C. R. CAMPBELL

J. E. JEUCK

C. E. LA FRAMENTA

J. MITCHELL

C. W. MULANEY

A. C. NIELSEN, JR.

S. S. RAAB

R. L. SCHMITT

C. R. WALGREEN III

C. R. WALGREEN, JR.

OFFICERS

C. R. WALGREEN, JR. CHAIRMAN OF THE BOARD

A. A. BORG, PRESIDENT

C. R. CAMPBELL

VICE PRESIDENT

Treasurer

J. MITCHELL

VICE PRESIDENT. Marketing

M. R. KEPHART

VICE PRESIDENT, Agency Division, Drug Manufacturing

S. S. RAAB

VICE PRESIDENT. Store Operations

C. E. LA FRAMENTA VICE PRESIDENT, Employee Relations, Personnel R. L. SCHMITT

VICE PRESIDENT, Real Estate, Store Planning

C. R. WALGREEN III, VICE PRESIDENT

W. L. ALSTRIN

CONTROLLER

T. J. BARTON

SECRETARY

H. W. BECKER

GENERAL AUDITOR

J. A. DAVLIN ASSISTANT TREASURER

ASSISTANT CONTROLLER

W. K. MISKE

C. D. HUNTER

ASSISTANT SECRETARY

E. J. ROUBIK

ASSISTANT SECRETARY

N. P. STARSHAK

ASSISTANT SECRETARY

A. W. TRAUTMAN ASSISTANT CONTROLLER, ASSISTANT SECRETARY

Transfer Agents:

THE FIRST NATIONAL BANK OF CHICAGO MORGAN GUARANTY TRUST COMPANY, NEW YORK

Registrars:

HARRIS TRUST AND SAVINGS BANK, CHICAGO FIRST NATIONAL CITY BANK, NEW YORK

HIGHLIGHTS OF 1969:

	1969	1968	%
SALES	\$672,886,458	\$622,845,463	+8.0
EARNINGS before income taxes	21,707,787	20,558,086	+5.6
NET EARNINGS	12,112,787	11,347,086	+6.7
Per Share of Common Stock:			
NET EARNINGS	\$ 1.91	\$ 1.79	
DIVIDENDS PAID	1.00	.90	
SHAREOWNERS' EQUITY	14.63	13.73	

Your December 12, 1969 dividend will mark the 148th consecutive quarterly dividend paid by Walgreen Co.

Walgreen Co. commenced dividend payments in March of 1933—at the depth of the depression—and has now paid dividends every quarter of every subsequent year.



GENERAL OFFICES
4300 Peterson Avenue, Chicago, Illinois 60646

TO OUR SHAREOWNERS:

December 15, 1969

Fiscal 1969 proved a year of growth and progress for Walgreens. Our sales continued upward, reaching \$672,886,458, an increase of 8% over 1968. Earnings improved to \$12,112,787, or \$1.91 per share, compared to \$1.79, a gain of 6.7%.

Though short of our goals, this record is gratifying in view of the mid-summer down-curve in retail activity nationally.

Company expansion moved along strongly. During the year we opened 42 Walgreen Drug Stores (including 4 big Super Centers), plus 1 restaurant and 10 Corky's—raising our total to 588 units. We also opened, in Memphis, our sixth major physical distribution center, and, in Houston, another photo processing studio.

Further heavy store expansion is scheduled for fiscal 1970, despite today's economic weather, since our growth program for this year was initiated almost two years ago. This will include opening of several Globe department stores, among them two delayed units originally planned for the year past.

Because of this commitment to growth and the investment outlays involved, your Board of Directors judged it wise to continue our present dividend rate, rather than to increase it at this time.



At calendar year-end, a long and distinguished Walgreen career will end as our Vice President of Personnel and Employee Relations, Casey E. LaFramenta, reaches retirement. He will, however, act as consultant and continue as a member of the Board of Directors.

As President and Chief Administrative Officer during fiscal 1969, Alvin A. Borg shares and signs this letter. His retirement became effective October 1, and your Board of Directors elected as his successor, Charles R. Walgreen III. (See report on preceding page.)

We wish here to welcome Mr. Walgreen III as President and Chief Administrative Officer; to express our pride and confidence in our highly capable management team; and to give a very special word of thanks to our fine company men and women nationwide for their able and effective work.

We are confident that our company and our people will move forward with vigor and enterprise to make the most of the challenging opportunities ahead.

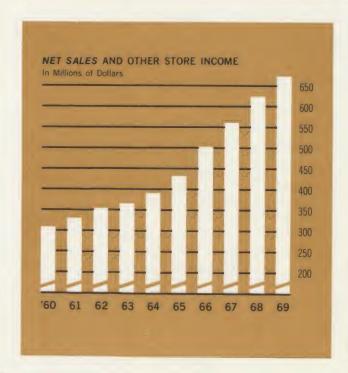
AlaBorg President Chairman of the Board

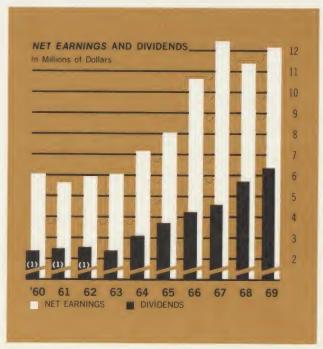
THE 60's... DECADE OF GROWTH

YEAR ended Sept. 30	NET SALES and other store income	EARNINGS BEFORE TAXES	STATE & FEDERAL INCOME TAXES	NET EARNINGS	CASH DIVIDENDS PAID	NET EARNINGS(2)	DIVIDENDS PAID(3)	SHARE- OWNER'S EQUITY(4)
		IN THOUS	SANDS OF DOL	LARS——			N DOLLARS-	
1969	\$672,886	\$21,708	\$9,595	\$12,113	\$6,353	\$1.91	\$1.00	\$14.63
1968	622,845	20,558	9,211	11,347	5,718	1.79	.90	13.73
1967	559,425	20,789	8,400	12,389	4,616	1.95	.70	12.84
1966	501,616	18,331	7,738	10,593	4,284	1.67	.65	11.62
1965	432,511	13,715	5,700	8,015	3,707	1.30	.60	10.56
1964	391,326	12,277	5,150	7,127	3,083	1.16	.50	9.86
1963	366,748	11,133	5,105	6,028	2,451	.98	.40	9.21
1962	353,144	11,478	5,500	5,978	2,573(1)	.98	.40(1)	8.66
1961	331,666	10,704	5,110	5,594	2,519(1)	.95	.40(1)	8.27
1960	312,365	11,621	5,610	6,011	2,416(1)	1.03	.40(1)	7.76

⁽¹⁾ Plus payment of 3% stock dividend.

⁽⁴⁾ Based on common shares outstanding at year-end, adjusted for effect of stock splits and stock dividends.





⁽²⁾ Based on weighted average number of common shares outstanding during the year, adjusted for effect of two-for-one stock splits in 1967 and 1963 and 3% stock dividends paid in 1962, 1961, and 1960.

⁽³⁾ Adjusted for two-for-one stock splits in 1967 and 1963.

WALGREEN CO. AND SUBSIDIARIES



CONSOLIDATED STATEMENTS -For the Years Ended September 30, 1969 and 1968

	1969	1968
EARNINGS		
NET SALES AND OTHER STORE INCOME	\$672,886,458	\$622,845,463
COSTS AND DEDUCTIONS:		
Cost of sales	485,085,916	453,178,024
Selling, occupancy and administration	161,793,554	145,458,989
Contribution to Employees' Profit-Sharing Retirement Trust	2,604,934	2,466,970
Interest expense, net	1,694,267	1,183,394
Federal and state income taxes (including deferred taxes		
of \$967,000 in 1969 and \$910,000 in 1968)	9,595,000	9,211,000
	660,773,671	611,498,377
NET EARNINGS	\$ 12,112,787	\$ 11,347,086
NET EARNINGS PER COMMON SHARE	\$1.91	\$1.79
RETAINED EARNINGS BALANCE, beginning of year	\$ 63,563,054 12,112,787 (6,352,884) \$ 69,322,957	\$ 57,933,564 11,347,086 (5,717,596) \$ 63,563,054
SOURCE AND APPLICATION OF FUNDS		
Net earnings	\$ 12,112,787 5,229,918 967,000 13,087,448 \$ 31,397,153	\$ 11,347,086 4,704,428 910,000 (1,147,831) \$ 15,813,683
APPLICATION OF FUNDS:		
Net additions to property and equipment	\$ 13,505,575	\$ 8,404,329
Cash dividends paid	6,352,884	5,717,596
Increase (decrease) in investments in affiliated and other companies.	(121,429)	258,546
Increase in working capital	11,660,123	1,433,212
	\$ 31,397,153	\$ 15,813,683

The accompanying notes to consolidated financial statements are an integral part of the above statements.

CONSOLIDATED BALANCE SHEET

ASSETS	September 30 1969	September 30 1968
CURRENT ASSETS:		
Cash	\$ 9,620,819	\$ 9,917,298
Accounts receivable, less reserves of \$804,000 in 1969 and		
\$563,000 in 1968 for doubtful accounts	11,862,725	9,422,301
Inventories, at the lower of cost or market, less reserves	115,167,316	98,608,337
Prepaid rent, insurance, taxes, etc	2,104,344	1,864,556
TOTAL CURRENT ASSETS	138,755,204	119,812,492
at cost (equity in underlying book values or market value \$9,601,000 in 1969 and \$9,618,000 in 1968)	2,791,708	2,913,137
PROPERTY AND EQUIPMENT, at cost:		
Land	3,847,217	1,949,782
Buildings including improvements to leased properties	13,013,921	12,049,336
Equipment	68,964,778	59,887,832
	85,825,916	73,886,950
Less—Reserves for depreciation and amortization	32,064,058	28,400,749
NET PROPERTY AND EQUIPMENT	53,761,858	45,486,201
	1	1
GOODWILL, at nominal value		1



LIABILITIES	September 30 1969	September 30 1968
CURRENT LIABILITIES:		
Notes payable	\$ 2,500,000	\$ 2,500,000
Current maturities of long-term debt	1,162,551	1,148,365
Trade accounts payable	36,419,521	30,410,078
Accrued expenses and other liabilities	18,896,453	17,026,434
Federal and state income taxes	2,820,089	3,431,148
TOTAL CURRENT LIABILITIES	61,798,614	54,516,025
Mortgages payable	27,375,000 8,267,545 35,642,545	14,000,000 8,555,097 22,555,097
DEFERRED FEDERAL INCOME TAXES (arising from accelerated depreciation)	4,907,000	3,940,000
SHAREOWNERS' EQUITY:		
Common stock, \$2.50 par value, authorized 10,000,000 shares; issued and outstanding 6,352,884 in both years, at stated value (Note 4)	23,637,655	23,637,655
Retained earnings (Note 1)	69,322,957	63,563,054
TOTAL SHAREOWNERS' EQUITY	92,960,612	87,200,709
	\$195,308,771	\$168,211,831

The accompanying notes to consolidated financial statements are an integral part of this balance sheet.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

1. LONG-TERM DEBT: The notes payable to banks include \$14,250,000 interim loan notes which bear interest at the prime rate, which is currently 8½%, and \$13,125,000, 4¾% notes payable due in annual principal installments of \$875,000 through 1974 and \$9.625,000 in 1975.

The interim loan notes were obtained under a loan agreement, the terms of which provide that the company may borrow up to an aggregate of \$15,000,000 through August 14, 1971. During this period, the company at its option may convert any or all of the loans to a term loan payable in twenty equal quarterly installments beginning in the quarter following conversion at an interest rate of ½ of 1% over the prime rate in effect from time to time.

Under the most restrictive covenants of the company's two loan agreements (a) \$46,372,346 of consolidated retained earnings at September 30, 1969, is not available for the payment of cash dividends, or for the repurchase of the company's stock and (b) consolidated net current assets must be at least \$52,500,000. Consolidated net current assets, as defined, are \$79,027,810 at September 30, 1969.

At September 30, 1969, the company had mortgages payable on certain store and warehouse properties at interest rates ranging from 4%% to 5%%. These mortgages provide for monthly payments of principal and interest and become fully paid during the years 1982 to 1993. The annual payments including interest for each of the next five years amount to \$712,076.

- 2. LEASE OBLIGATIONS: At September 30, 1969, the company and its subsidiaries had 536 leases expiring more than three years after that date (some of which contain percentage rental clauses) with minimum annual rentals of approximately \$14,847,000.
- 3. **DEPRECIATION:** Depreciation has been provided by the companies on the straight-line method at rates considered adequate to amortize the cost of property and equipment over their estimated useful lives.
- 4. CAPITAL STOCK: There are authorized 1,000,000 shares of a \$1 per share par value preferred stock, issuable in series. The rights of this preferred stock as to dividends, redemption and liquidation will be determined when, as and if issued.

AUDITORS' REPORT

ARTHUR ANDERSEN & CO.

CHICAGO, ILLINOIS

To the Board of Directors and Shareowners of Walgreen Co.:

We have examined the consolidated balance sheet of WALGREEN CO. (an Illinois corporation) AND SUB-SIDIARIES as of September 30, 1969, and the related consolidated statements of earnings, retained earnings and source and application of funds for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances. We have previously examined and reported on the financial statements for the preceding year.

In our opinion, the accompanying consolidated balance sheet and consolidated statements of earnings, retained earnings and source and application of funds present fairly the financial position of Walgreen Co. and Subsidiaries as of September 30, 1969, and the results of their operations and the sources and application of funds for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Chicago, Illinois, November 6, 1969. arthur anderson + Co.



SHAREOWNERS' FACT-SHEET

-as of September 30, 1969

- WALGREEN COMPANY, founded in 1901, operates an increasingly diversified total of 588 units in 34 states and Puerto Rico: 546 drug stores (including 18 Super Centers), the nation's largest drug chain; 16 Globe department stores; 6 Danburg junior department stores; 20 restaurants, drive-ins and cafeterias.
- FOOD SERVICE FACILITIES: Our major operation is within our drug stores, with 287 Grill Rooms serving our customers. Additional units are Corky's self-service drive-ins, started in 1968 and now numbering 14, and 6 restaurants and cafeterias, including two of our new Robin Hood Restaurants. (Photos, pages 12, 13)
- WALGREEN SUPER CENTERS: These are king-size departmentalized drug stores that range from 20,000 to 45,000 sq. ft. overall. From a nucleus of three test-units in 1964-65, the total has now reached 18. (*Photos, pages 8, 13*)
- GLOBE DIVISION: Averaging 100,000 sq. ft. overall, Globe "Shopping Cities" are full-line self-service department stores. Most include autoservice centers and 1000-car parking. The three original Globes acquired in 1962 in Houston have today grown to a 16-store chain in ten markets. Our six Danburgs in Houston are small stores, specializing primarily in soft goods.

(Photo, page 12)

- PHYSICAL DISTRIBUTION: Walgreens operates six major physical distribution centers—in Berkeley, Ill., Chicago, Denver, Houston, Jacksonville, and Memphis (completed in July, 1969). (Photos, pages 10, 11)
- MANUFACTURING LABORATORY: This large Chicago plant produces over 400

quality prescription pharmaceuticals, drugs, beauty aids and household items for exclusive sale in Walgreen, Globe and Walgreen Agency drug stores.

- AUXILIARY OPERATIONS: Additionally, the Company operates such manufacturing and service facilities as: Ice Cream Plants, Food Commissaries, Coffee-Roasting Plant, Display and Sign Shop, Linen Department, Photo-Processing Studios. (An ultra-modern photo studio opened this year in Houston.)
- SANBORNS STORES, MEXICO: Our celebrated Mexican affiliate operates 12 retail stores and restaurants in Mexico City, Monterrey, Acapulco and Puebla, plus candy, drug and toiletry manufacturing, as well as wholesaling operations. In 1969 construction of a large, modern laboratory-warehouse-commissary-laundry complex was completed and the beautiful Puebla unit opened. Three more store openings are planned for the year ahead.
- WALGREEN AGENCY DIVISION: Through the Walgreen Agency franchise, 1900 independently-owned, progressive drug stores benefit from Walgreen techniques in store design, merchandising, advertising. They sell our Walgreen Products, and thereby greatly expand our manufacturing scope. Agency stores dot the map from coast to coast, plus Hawaii and Guam. The combination of Walgreen and Walgreen Agency drug stores—now nearing 2500—broadens the national recognition and reputation of our Walgreen-manufactured products.
- SHAREOWNERS' ROSTER: The number of investors in Walgreen Co. grows constantly: 6,352,884 shares of stock outstanding are now registered in the names of 15,663 shareowners.



Climaxing a Decade 53 MORE NEW S

MORE THAN 66% OF ALL UNITS HAVE BEEN



ARLINGTON HEIGHTS, III., Northpoint Shopping Center BRIDGEPORT, Conn., Lafayette Plaza Shopping Center CHAMPAIGN, III., 1813 Kirby Ave. CHARLOTTE HARBOR, Fla., Town & Country Center CHICAGO, III., 8642 Cottage Grove (Interim Unit) CHICAGO, III., 742 E. 87th St. (Corky's) CHICAGO, III., 350 E. Garfield Blvd. CHICAGO, III., 1224 Milwaukee Ave. CHICAGO, III., 110 W. Monroe St. (Robin Hood Restaurant) CLARKSVILLE, Ind., Greentree Mall Shopping Center CLARKSVILLE, Tenn., Two Rivers Mall CINCINNATI, Ohio, University Plaza Shopping Center DAVENPORT, Iowa, Mid-Town Plaza Shopping Center DECATUR, Ga., Columbia Mall DES MOINES, Iowa, 2545 E. Euclid (Super Center) DES MOINES, Iowa, 2545 E. Euclid (Corky's) DES PLAINES, III., Rt. 83 & Golf Rd. (Corky's) DIXON, III., 106 Galena Ave. FLINT, Mich., (Burton) Eastland Mall

FORT LAUDERDALE, Fla., 959 State Rd. FORT WAYNE, Ind., Southtown Mall GALVESTON, Tex., Weingarten's Broadway Center GLEN ELLYN, III., Pickwick Place Shopping Center HOUSTON, Tex., Homestead Village Shopping Center HOUSTON, Tex., Homestead Village (Corky's) JACKSON, Miss., DeVille Shopping Plaza JACKSON, Miss., Jackson Square Shopping Mall JACKSON, Miss., Jackson Square (Corky's) LAKE CHARLES, La., Southgate Shopping Center LAKE CHARLES, La., Southgate Center (Corky's) LOMBARD, III., Yorktown Shopping Center LOUISVILLE, Ky., Camelot Shopping Center LOUISVILLE, Ky., 3428 Preston Highway MANKATO, Minn., Madison East Shopping Center MARSHALL, Tex., Grand Plaza (Super Center) MARSHALL, Tex., Grand Plaza (Corky's) MIAMI, Fla., Grove Gate Shopping Center MILWAUKEE, Wis., 6406 N. 76th

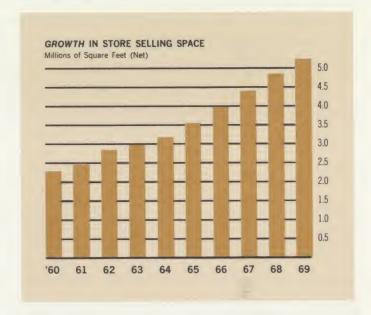
of Record GROWTH: TORES IN 1969...

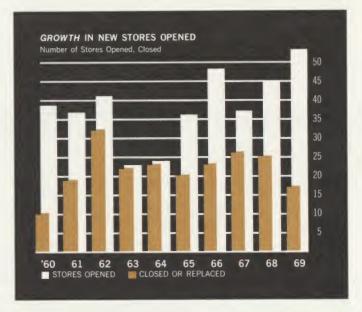
OPENED WITHIN THE PAST 10 YEARS

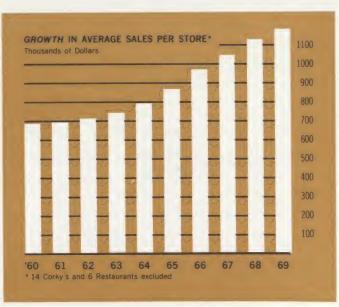


MONROE, La., Southgate Shopping Center
MUSKEGON, Mich., Sherman & Henry Sts. (Super Center)
MUSKEGON, Mich., Sherman & Henry Sts. (Corky's)
NEDERLAND, Tex., Weingarten Shopping Center
RACINE, Wis., (Elmwood Park) 3925 Durand
ROCKFORD, Ill., 2531 N. Main St.
SIOUX FALLS, S.D., Western Mall
S. SAN FRANCISCO, Cal., Westborough Square
THORNTON, Colo., North Valley Shopping Center
TITUSVILLE, Fla., Miracle Mile Shopping Center
VICTORIA, Tex., Town Plaza Shopping Center
WALNUT CREEK, Cal., 1821 Ygnacio Valley Rd.
WESTERN SPRINGS, Ill., Garden Market (Corky's)
YUMA, Ariz., Westgate Mall (Super Center)
YUMA, Ariz., Westgate Mall (Corky's)

... additionally, a number of established stores were modernized, and one (Berwyn, III.) enlarged into a Super Center.







Walgreens GROWING, IMPROVING, CHANGING, CHALLENGING THE FUTURE

Memphis, Tenn., July 1969:

Sixth Major Physical D

NEW 273,000 SQ. FT. UNIT UTILIZES LATEST

Paralleling a decade of strong sales growth, our nationwide warehousing system has expanded dramatically. Automated efficiencies insure utmost economy of operation and make possible the rapid merchandise delivery that helps to maintain complete stocks in our stores.

Of our six major distribution centers, this new Memphis unit is the fourth to be opened in the Sixties. Engineered to a new concept—to take maximum advantage of the *cube* rather than the square of its space—it processes merchandise in unprecedented volume.

stant order-processing control. Early entry into dataprocessing has resulted in developing new efficiency levels

in many other areas of our operation.



istribution Center Opens

TECHNOLOGICAL DEVELOPMENTS

Our oyerall physical distribution complex services 546 Walgreen Drug Stores, 22 Globe and Danburg stores, plus our various restaurant operations. It also distributes Walgreen Laboratory products and other selected merchandise to 1900 franchised Walgreen Agency drug stores.



At right is a partial view of our new Memphis distribution center's bi-level conveyor system. It sends full case merchandise from shelves direct to shipping dock with maximum speed and minimum handling. Directly overhead a duplicate system (you see the base of it) services upper sections of the floor-to-ceiling shelving.



Walgreens GROWING, IMPROVING, CHANGING, CHALLENGING THE FUTURE

INNOVATIONS O

1962:

We acquire GLOBE, nucleus for growth:

... Our three original Globe "Shopping City" stores in Houston have now grown into a 16-store chain in ten markets. These full-line department stores—averaging 100,000 sq. ft. in size, with 1000-car parking—are high-volume one-stop family shopping centers.

More are coming.





1968: ROBIN HOOD Restaurants diversify our food-service potential:

Early success of our first two *Robin Hood* Restaurants (Denver, 1968 and Chicago's Loop, 1969) is keying further expansion of these striking medieval-look dining places.

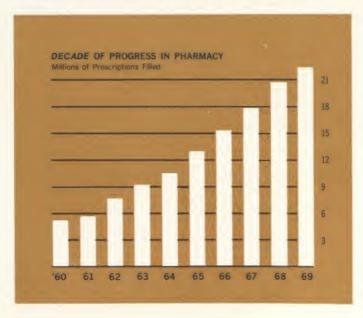
More are coming.

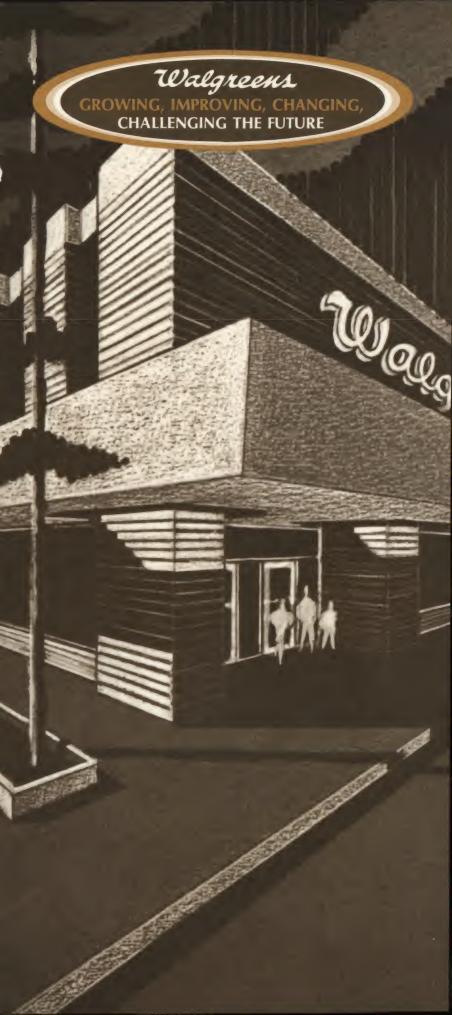
WALGREEN DRUG STORES

Number One Pharmacists to the Nation—



Pharmacy service, the all-important professional sphere of our business, continues to reach unprecedented heights. Our 22,354,369 total in 1969 more than quadrupled our prescription count in ten years. The key: Company and Pharmacist dedication to quality service at low cost, earning the good will of doctors and the trust of the public.





F THE SIXTIES:





1968:

"CORKY'S" . . . start of something New:

From two pilot units our young chain of dine-in or carry-out *Corky's* restaurants today numbers 14. The hamburger-chicken-roast beef menu is popular with young people, young families.

More are coming.



1964: Introducing SUPER CENTERS:

Three prototype units of these massive, well-departmented stores proved rapidly successful.

Today, 18 big *Super Centers*, selectively located and measuring 20,000 to 45,000 sq. ft. overall, are producing record sales. *More* are coming.

